

Concept of Organizational Culture and Growth Opportunities for Employees in Dairy Industry

¹Ritesh Shrivastava, ²Dr. Namrata Gupta

¹Phd Research Scholar, Vikrant University, Gwalior, MP, India Email: Ritesh.hr24@gmail.com

²Assistant Professor, Vikrant University, Gwalior, MP, India

Abstract

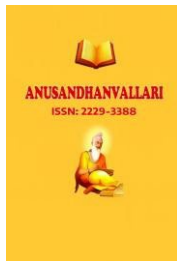
In order for businesses to effectively manage such a varied collection of people, they need to have comprehensive human resource strategies that can encourage workers and boost productivity. All because these strategies are essential for effective leadership. The Human Resources staff must diligently work on various initiatives to foster an environment where workers are both competent and resilient. To maintain a competitive advantage in today's market, businesses need to become experts in the art of attracting and retaining the attention and loyalty of their workforce. As a result, workers will have a sense of motivation to work even more diligently. When we talk about "employee engagement," we mean the amount of excitement and interest that workers show when they are attempting to assist the company in achieving its objective. The Institute of Employment Studies (IES) describes an employee's "employee engagement" as their passion for the company's goal and the ideas it symbolizes. Private dairy plants fared better than cooperative dairy units in terms of the development of their communication skills and sense of control over their own operations. Also, in terms of overall development, cooperative dairy plants have profited more from the training programs than commercial dairy plants have. This is in comparison to the private dairy plants. When commercial dairy companies are compared to cooperative ones, the interrelationships between employees of the former have a little impact on the individual growth opportunities available to them. The findings of the route analysis indicate that dairy facilities, whether they are cooperative or private, may stand to gain from making investments in developing one's profession via their employees.

Keywords: Organizational Culture, Opportunities, Employees, Dairy Industry

INTRODUCTION

Additionally, corporations have evolved into entities that have international, multinational, and worldwide reach. As a result, the function of human resources has evolved to accommodate the many points of view held by both employees and employers. For a company to be successful in the face of intense competition, it is necessary for them to cultivate a mentality that enables them to think globally while simultaneously behaving locally. In order for businesses to effectively manage such a varied collection of people, they need to have comprehensive human resource strategies that can encourage workers and boost productivity. All because these strategies are essential for effective leadership. The Human Resources staff must diligently work on various initiatives to foster an environment where workers are both competent and resilient. This, in turn, will assist the firm in achieving its objectives. Possible methods include the following::

- The organization must ensure that its workforce is highly competent and exceptionally motivated.
- Our objective is to provide our employees with improved skills and to assist their professional development by providing possibilities for training and career advancement.
- It is possible to meet the needs of both individuals and organizations by providing appropriate monetary and non-monetary incentives.



- Ensuring a harmonious link between the organization's goals and those of its personnel is crucial.
- In addition to boosting workers' self-esteem, you should encourage the development of self-actualization within your workforce.

Concepts of Organizational Culture

Organization culture: The ideas, practices, and patterns of conduct that are widespread inside formal organizations are what characterize the social ties that exist within these organizational structures. Because of its complexity, culture is important for many reasons, including its difficulty to understand and connect with. The management of firms and the companies themselves have a broad variety of interests and levels of comprehension about different cultures. Notable 1980s publications, such as "In Search of Excellence" by Peter and Waterman (1982), placed a strong emphasis on the role that corporate culture played in identifying which American businesses were truly exceptional. The idea that an organization's culture is the single most significant factor in terms of employee performance and retention was all over the place after the publication of this book.[1-6]

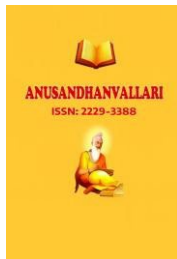
We made these observations during the Hawthorne trials. These studies focused on the dynamics of the group that operates in the workplace. In the 1980s, the popularity of organizational culture led to the production of numerous books and articles on the subject. Examples of books that serve as illustrations include "Corporate Culture" (1984) by Terrence Deal and Allan Kennedy, "Theory Z" (1981) by William Ouchi, and "In Search of Excellence" (1982) by Tom Peters and Robert Waterman. The author emphasizes how crucial it is for an organization's principles and culture to be the primary factors in determining its climate and weather throughout the book.[7-9]

The fundamentals of corporate culture

- We have discussed the cultural and historical history of the organization, including its beginnings, ambitions, and purpose, as well as its philosophy and ideals. This includes the organization's establishment.
- This refers to the nature of the activities, taking into account both the current and historical approaches. This category encompasses everything from the procedures to the systems to the overall success rate of the endeavor as a whole.
- Technology encompasses both current and upcoming technological breakthroughs, along with the potential effects these advancements could have on job design, organizational structure, and workforce.
- What is the significance of our history in relation to our current and future endeavors, particularly in light of the one-of-a-kind challenges that it presents? How much one's past experiences influence their current and future identities, and how much importance they place on these perceptions?[10-13]
- The organization's aims, objectives, and attention to these areas determine performance, workforce, customers, environment, progress, and development.
- It is possible to describe an organization's size as the sum of its elements, which includes the number of employees it employs and the scope of the activities it engages in. Furthermore, we consider the existing official regulations and procedures, along with the organization's structure. When compared to smaller companies, big companies often have a greater number of divisions, management hierarchies, reporting links, regulations, processes, and procedures.

Concept of Employee Engagement

Consider the extent of an employee's investment in their work and the company's success to gauge their level of engagement. To summarize, a firm is successful when its people are passionate about their job, understand how their contributions fit into the greater picture, and collaborate with one another to accomplish shared objectives. The fact that they are willing to make sacrifices for the sake of their firm demonstrates how much they care about their business's success and how much they enjoy what they do financially. Companies cannot afford to lose their competitive advantage in the struggle to recruit and retain top people in today's worldwide economic climate. This



is because the economy is global. To gain this advantage, focus on growth and retention. Regardless of whether or not the external environment is favorable, businesses have gone to tremendous efforts to ensure that they are able to retain a staff that is highly skilled. These individuals significantly contribute to the success and ongoing existence of the organization, which serves as the basis for their retention. An individual's level of engagement in their work may serve as a reliable indicator of their level of dedication and involvement in their organization.[14] A person's level of engagement in a certain action directly correlates with their level of care, enjoyment, and faith in the activity. To maintain a competitive advantage in today's market, businesses need to become experts in the art of attracting and retaining the attention and loyalty of their workforce. As a result, workers will have a sense of motivation to work even more diligently. When we talk about "employee engagement," we mean the amount of excitement and interest that workers show when they are attempting to assist the company in achieving its objective. The Institute of Employment Studies (IES) describes an employee's "employee engagement" as their passion for the company's goal and the ideas it symbolizes. The employment research organization provided this definition.[15-17]

Changes in Workplace Engagement

The research reveals the qualities of personal connection and detachment, along with the three recognized psychological factors (significance, security, and accessibility).

The study not only explores the nourishing and draining impacts, but also delves into the processes that link involvement in one function to another. The study employs confirmatory factor analysis to assess the factorial validity and internal consistency of three measures. The study explores the connection between excessive workload and active participation in the workplace.[18-21]

We conducted research to gain a deeper understanding of the correlation between engaged and happy workers and the outcomes of various business units or departments. We achieved results such as efficiency, customer satisfaction, earnings, and incidents. The study concentrates on the impact of recuperating time in leisure activities on job outcomes. The study's major emphasis is on investigating the influence of recovery periods on job engagement and proactive behavior while working.

Employee Satisfaction as Employee Engagement

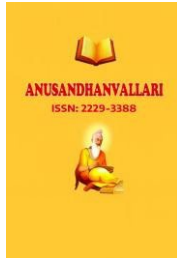
Heather N. Odle-Dusseau, et al.,(2016) A common belief is that happy workers are more engaged in their work. The implementation of high-performance work practices, which in turn depend on happy workers, is generally considered to have the potential to significantly improve a company's bottom line for a number of reasons. In order for a company's financial success to be sustainable, there are a number of factors that need to be in place. A few examples of these include satisfied workers, innovative concepts, high levels of production, high-quality goods, and outstanding service to customers.[22]

The quality and effectiveness of services are the most important factors in customers' satisfaction with their purchases. Their employees are the most precious assets because they are happy, dedicated, and productive. This is due to the fact that they are the ones who are employed by the company. The availability of high-quality support services and policies that enable workers to achieve their goals is directly proportional to their level of satisfaction. The intrinsic quality of the workplace has a significant impact on the level of happiness experienced by employees. This characteristic is characterized by the way individuals feel about their jobs, their colleagues, and the organization as a whole. Studies have shown that teams that are enthusiastic about what they do work more effectively, have happier customers, are more productive, and have lower rates of employee turnover.

Every one of these characteristics, when combined, results in significantly improved performance.[23-25]

OBJECTIVES OF THE STUDY

- 1) To study on Changes in Workplace Engagement



- 2) To study on individual's level of engagement in their work may serve as a reliable indicator of their level of dedication and involvement in their organization.

RESEARCH METHOD Research Design

This inquiry employs the research method known as descriptive research. A "descriptive study" primarily concentrates on gathering data and offering sufficient explanations. This article primarily focuses on an issue that is currently a global concern. We create a method to gather descriptive data for a more in-depth inquiry.[2628]

Population

According to the information in the table, seven thousand eight hundred and ten people working for four different dairy manufacturing companies made up the sample population.

Table 1: The research area's population

Plant	Total Employees	Technical Employees	Approximate Milk Procurement Per Day
Aavin Salem	675	580	4.2 lakhs litre
Aavin Erode	520	430	3.5 lakh litre
Hatsun agro products ltd	5340	4700	25 lakhs litre
Cavinkare Pvt Ltd	1275	720	4.5 lakh litre
Total	7810	6430	

Dairy units placed restrictions on the researcher, making it impossible to assess the organization's effectiveness. In comparison, the results are based on workers' subjective assessments of their own companies. The technical team is currently working on this specific issue. The survey's target demographic consisted of people working in technical roles for public or private sector dairy. Technicians in the dairy industry help with a broad range of tasks, such as processing milk, aseptic product packing, artificial insemination, and related procedures. Benson S.G. and Dundis S. P. (2003)[29] **Sample Size Determination**

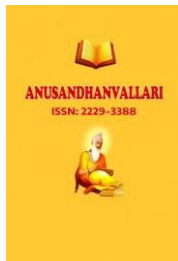
offered a simple formula to determine appropriate sample sizes. The researchers used this procedure in order to determine the appropriate size of the study's sample population.

$$n = \frac{N}{1 + N(e)^2}$$

Within the scope of this discussion, "e" represents the degree of precision, while "n" refers to the quantity of samples. Currently, there are 6,430 individuals who make up the population. The concept that P equals 0.5 serves as the foundation for our confidence level of 95%. After using this recipe to its full potential,[30]

$$n = 399.94$$

$$\text{Rounded Sample size} = n = 400$$



Consequently, throughout the whole of the assessment, the researcher has persisted to employ a sample size that is more than the allowable 400 workers.

Frame of Sampling Table 2 Calculating the Sample Size

S. No.	Dairy Plants	Sample Size
1	Aavin Salem	100
2	Aavin Erode	100
3	Hatsunagro products Ltd.	100
4	Cavinkare Pvt Ltd	100
Total		400

According to the Dian L. Seyler, criteria for formative evaluation, a sample size of four hundred was deemed to be sufficient. For the purpose of eliciting responses from the workers, one hundred samples were collected from each of the four dairy enterprises.

Statistical Tools Used

This section provides an exhaustive summary of the various approaches to data analysis. The data analysis approach involves the use of standardized scales and indicators throughout the entire survey phase. We use SPSS Version 20, a statistical tool specifically for the social sciences, to collect data and code responses.

Frequency Analysis

These are the actions that we take in order to achieve our goal of doing statistical analysis on the data. The use of descriptive statistics allows one to obtain a more accurate image of the sample, the distribution of workers among the categories, as well as the mean or median.[31]

Analysis of Percentages

Divina M. Edralin (2011) Given this, it is possible that we will gain a more comprehensive understanding of the topic at hand. Immediately after the completion of the frequency analysis, we proceed to transform the demographic profiles into percentage structures immediately after completing the frequency analysis. In comparison to the results obtained only from frequency studies, those obtained via percentage analyses are both more actionable and informative. This is the rationale behind the selection.

Factor Analysis

Despite not being a statistical measure, this method aids in data reduction and categorization by showcasing the true connections between the survey items. This strategy has the potential to reveal the components or underlying dimensions. We use this method to find connections between components. In the context of multiple regression analysis, the discovery of multicollinearity is of utmost significance (Srivastava, T.N. et al., 2008).[32]

DATA ANALYSIS

Each and every research effort must include data analysis as one of its fundamental components. Interpretation primarily aims to (1) establish a relationship between the obtained data and (2) ensure study consistency by

connecting the results of various investigations. We carried out four different types of analyses: Osman.G and Ronald L.J (2005) factor analysis, two-way analysis of variance, multiple regression, and route analysis [33]

Table 3 Two-way ANOVA Test shows Employees' Opinion towards Training Design of Training Based on Dairy and Age

Dairy	Age	Mean	SD	Source	F	p	DMRT
Private	Below 30	3.4121	.60008	Dairy	3.047	0.082	--
	30-40	3.4501	.47613				
	41-50	2.8354	.70184				
	Above 50	3.1212	.56085				
	Total	3.3476	.58995				
Coop	Below 30	3.4225	.75957	Age	9.360	0.001	--
	30-40	2.9545	.72189				
	41-50	2.9136	.84433				
	Above 50	3.5000	.04859				
	Total	3.1291	.68670				
Total	Below 30	3.4146	.63927	Dairy * Age	6.875	0.001	1,4,3>2
	30-40	3.3301	.58387				
	41-50	2.8628	.74830				
	Above 50	3.1212	.56085				
	Total	3.2870	.65215				

TWO-WAY ANOVA TESTS

Vandana and Manisha (2014) We performed a two-way analysis of variance on four hundred dairy workers from the Erode and Salem districts. We divided these workers between cooperative and private dairy operations. While the type of dairy and the age range of the workers were considered independent variables, in this study, the training

design was considered the dependent variable. We divided the age range into four distinct groups and the dairy products into two distinct groups using the information in the table and the accompanying assumptions.[34]

With a mean of 3.3476 and a standard deviation of 0.58995, the private dairy plant boasts impressive statistics. The overall mean of the cooperative dairy plants has a standard deviation of 0.68670, and the value of this statistic is 3.1291. All things considered, the total mean remains at 3.2870, with a standard deviation of 0.65215. It would seem that cooperative dairy facilities provide a higher degree of training than commercial dairy companies do by providing the same amount of instruction.[35]

The inferential statistics demonstrated a significant influence of the training design in both the cooperative and private dairy plants (F-ratio 3.047, p-value 0.082). The training design does not depart from the concept that has been defined. When we include age as the other independent variable, we find a significant difference between the F-ratio of 9.360 and the p-value of 0.001. In light of the fact that there is a distinction in the training design, the hypothesis becomes invalid. Larissa, Carlos. (2024) The F ratio of 6.875 and the p-value of 0.001 reject the null hypothesis, indicating a substantial difference between the two groups involved. This result is attributed to the combined impact of the plant training design and the plant's age. With regard to training protocols, there is a huge disparity in the conclusions reached by various age groups and dairy plants. The Dairy Management Research Team (DMRT) conducted a study and found that individuals younger than 30, older than 50, and between 41 and 50 exhibited a significantly more optimistic attitude towards the training concept and its implementation.[36]

The type of dairy does not appear to significantly differ; however, there is a connection between age and the training plan. Taking into account elements such as age groups and dairy plants, it is clear that the training design is rather distinct from one another. The results demonstrate that private dairy enterprises, as opposed to cooperative dairy facilities, provide better training programs specifically tailored to the age range of their employees.

Table 4 A two-way ANOVA test reveals employee opinions on training design based on dairy and attended programs.

Dairy	Training Program	Mean	SD	Source	F	p	DMRT
Private	Below 2	3.6271	.39973	Dairy	1.500	.221	--
	3-4	3.3855	.61297				
	5-6	3.2284	.56531				
	Above 6	2.8706	.53885				
	Total	3.3476	.58995				
	Below 2	3.7041	.54541				
Coop	3-4	3.2239	.56670	Training Program	47.401	.000	--
	5-6	3.0455	.83567				
	Above 6	2.4584	.40918				

	Total	3.1055	.78647				
Total	Below 2	3.6628	.47219	Dairy * Training Program	4.245	.015	1>2>3>4
	3-4	3.3855	.61297				
	5-6	3.2239	.56670				
	Above 6	2.6052	.49729				
	Total	3.2870	.65215				

We performed a two-way analysis of variance on four hundred dairy workers from the Erode and Salem districts. We divided these workers between cooperative and private dairy operations. This study included the type of dairy and number of workers who participated in the training sessions as independent variables and the training program design as the dependent variable. The figure illustrates that participants attended four different types of training sessions and two different types of dairy products. Moreover, the following assumptions were established:[37]

The private dairy firm has demonstrated some impressive numbers, with a mean of 3.3476 and a standard deviation of 0.58995. The cooperative dairy plants have a total mean value of 3.1055, with a standard deviation of 0.78647. All things considered, the total mean remains at 3.2870, with a standard deviation of 0.65215%. According to the statistics, it appears that commercial dairy enterprises offer more advanced training programs than cooperative dairy facilities. Medlin, B. & Jr, Green,. (2014) The F-ratio of 1.500 and the p-value of 0.221 indicate that the training design in both dairy plants is significantly influenced by the cooperative and private plants. The training design does not depart from the concept that has been defined. The second independent variable, the number of attended training sessions, has an F ratio of 47.401 and a p-value of 0.001. Given the distinct differences in the training design, the hypothesis is deemed invalid. The analysis determined that the combined influence on the plant training design and the attended training programs resulted in an F-ratio of 4.245 and a p-value of 0.015. This indicates a significant difference, thereby ruling out the acceptance of the null hypothesis. The nature of training differs significantly between individuals who have participated in training programs and those who work in dairy factories. Attendance in training programs is a significant factor in determining the design of training, as shown by the results of the DMRT. Although there is no variation in the type of dairy, there is a difference in how those who participated in the programs felt about the training design. Upon considering the combined effects of dairy plants and training session attendees, a discernible difference in the training design emerges. According to the findings, commercial dairy enterprises, as opposed to cooperative dairy plants, provide higher training programs. The number of training sessions their employees participate in determines this.[38]

FACTOR ANALYSIS OF DEVELOPMENT Table 5 Checking for Bartlett's and KMO

Kaiser-Meyer-Olkin Sampling Scale Adequacy.		0.871
Bartlett's Test of Sphericity	Approx. Chi-Square	3556.443

	df	406
	Sig.	0.001

Factor Analysis of Development

According to the KMO measurements, the sampling adequacy is 0.871. In terms of statistical significance, the Bartlett's Test of Sphericity, which has an estimated chi-square value of 3556,443, is significant at the one percent level. This indicates that each of the 29 items conforms to the data reduction criteria and follows a normal distribution. The table below reveals that we can break down 38 elements into five components, each with an initial Eigen value of 11.238, 5.001, 4.039, 2.401, and 1.412, and a cumulative average value of 83.074%. We whittled down the 29 aspects of development to five primary elements to best depict the underlying variables associated with each. Noe Raymond and Schmitt Neal (1986)

Table 6 Total Variance Explanation

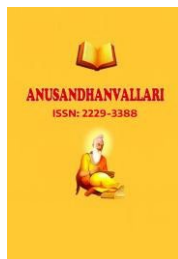
Co m.	Initial Eigen values			Sums of Squared Load Extraction			Squared Load Sums in Rotation		
	Total	% of Variance	Cumu lative %	Total	% of Variance	Cumu lative %	Total	% of Variance	Cumul ative %
1	11.238	38.753	38.753	11.238	38.753	38.753	6.541	22.556	22.556
2	5.001	17.245	55.997	5.001	17.245	55.997	4.928	16.992	39.548
3	4.039	13.928	69.926	4.039	13.928	69.926	4.754	16.394	55.942
4	2.401	8.281	78.207	2.401	8.281	78.207	4.552	15.696	71.639
5	1.412	4.867	83.074	1.412	4.867	83.074	3.316	11.436	83.074

Within the principal rotated component matrix, it is possible to see the factor loadings that range from 0.534 to 0.973. The following table structures the 29 development statements using the collected Eigen values. These statements are organized into five categories. Randy L.Desimone, Jon M. Warner.[39-45]

DISCUSSION

While there is no discernible variation by dairy type, there is a correlation between age and training design preferences. There is a notable variation in training approach when considering coupled factors such age groups and dairy plants. The findings show that private dairy companies, as opposed to cooperative dairy facilities, provide superior training programs tailored to the age of their workers.[46-48]

- Differences in training design are seen across dairy type and experience groups. Combining dairy plants and experience groups shows a substantial difference in training design. Private dairy plants create superior employee-experience-based training programs than cooperative dairy facilities. [49-55]



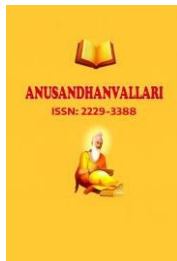
- Dairy type does not affect training design, although pay group does. The combined impacts of dairy plants and salary groups demonstrate a substantial training design difference. The findings show that private dairy plants construct salary-based training programs better than cooperative dairy plants.
- Training design differs by attending training program group but not dairy kind. Combining dairy plants and attended training program groups shows a considerable difference in training design. Based on employee attendance, private dairy plants create superior training programs than cooperative dairy plants.[56]
- Dairy type differs, but age group does not affect management and peer support. Together, dairy plants and age groups demonstrate no substantial difference in management and peer support. Co-operative dairy plants offer superior management and peer support for age-based training programs than private dairy plants.

CONCLUSION

Conducting an analysis of the data, several statistical methods such as factor analysis, multiple regression, descriptive statistics, two-way analysis of variance, and path analysis were used. Based on the statistics, it seems that private dairy businesses, as opposed to cooperative dairy enterprises, appear to give a more effective training model. According to the findings, private dairy plants fared better than cooperative dairy units in terms of the development of their communication skills and sense of control over their own operations. Also, in terms of overall development, cooperative dairy plants have profited more from the training programs than commercial dairy plants have. This is in comparison to the private dairy plants. When commercial dairy companies are compared to cooperative ones, the interrelationships between employees of the former have a little impact on the individual growth opportunities available to them. The findings of the route analysis indicate that dairy facilities, whether they are cooperative or private, may stand to gain from making investments in developing one's profession via their employees. Therefore, it is imperative that both public and commercial dairy firms support their employees' professional development by paying for their participation at schools that have been granted accreditation. Both the dairy plants as an organization and the employees who work there stand to gain from training and development programs, regardless of whether these programs are carried out internally or outside. An unsatisfactory performance on the part Employee performance will be detrimental to the business as a whole.

REFERENCES

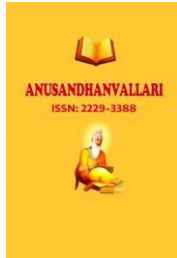
- [1.] Chaubey, Dhani & Maithel, Nidhi & Gupta, Deepak. (2012). Impact Of Organization Culture On Employee Motivation And Job Performance,. International JOurnal of Research in commerce and management. VOLUME NO. 3. 68-72.
- [2.] Mehmannaavazan, Soheila & mousavi, keivan. (2016). The effect of organizational culture on customer satisfaction (Case Study: Branches dairy company kalleh).
- [3.] Uddin, Jasim & Luva, Rumana & Hossain, Saad. (2012). Impact of Organizational Culture on Employee Performance and Productivity: A Case Study of Telecommunication Sector in Bangladesh. International Journal of Business and Management. 8. 10.5539/ijbm.v8n2p63.
- [4.] Bhardwaj, Bhawana & Kalita, Namrita & Chand, Mohinder & Sharma, Dipanker. (2023). Engaged Organizational Culture as a Precursor to Job Performance: An Evidence from the Hospitality Industry of Himachal Pradesh. International Journal of Hospitality and Tourism Systems. 16. 48-57.
- [5.] Reza, Faisal & Silalahi, Ira. (2021). The Influence of Organizational Culture on Organizational Performance. ArtComm : Jurnal Komunikasi dan Desain. 4. 48-54. 10.37278/artcomm.v4i01.403.
- [6.] Hutama, Juliorita & Sagala, Ella. (2019). INFLUENCE OF EMPLOYEE ENGAGEMENT AND ORGANIZATIONAL CULTURE TOWARDS EMPLOYEE PERFORMANCE. Manajemen Bisnis. 9. 10.22219/jmb.v9i2.7939.



-
- [7.] Rao, A.Jagdish & Patnaik, Kkg. (2024). Impact of HR Practices on Retention of the Employees -A study in Visakha Dairy. Russian Social Science Review. 9. 53-73.
- [8.] Praveena, A. & Fonceca, Clayton. (2023). Organizational Culture and Its Influence on Employee Behavior. 14. 2945-2949. 10.24327/ijrsr.2024.1404.0605.
- [9.] Kerdpitak, Asistant Prof.Dr.Chayanan & Jermstittiparsert, Kittisak. (2020). The Influence of Organizational Culture, Employee Commitment and Organization Citizen Behaviour on the HRM Practices: Mediating Role of Perceived Organization Support. Systematic Reviews in Pharmacy. 11. 407-415. 10.5530/srp.2020.1.52.
- [10.] Saratun, Molraudee. (2016). Performance management to enhance employee engagement for corporate sustainability. Asia-Pacific Journal of Business Administration. 8. 84-102. 10.1108/APJBA-07-2015-0064.
- [11.] Savović, Slađana. (2017). Organizational culture differences and post-acquisition performance: The mediating role of employee attitudes. Leadership & Organization Development Journal. 38. 10.1108/LODJ-02-2016-0043.
- [12.] Hanaysha, Jalal. (2016). Testing the Effects of Employee Engagement, Work Environment, and Organizational Learning on Organizational Commitment. Procedia - Social and Behavioral Sciences. 229. 289-297. 10.1016/j.sbspro.2016.07.139.
- [13.] Kazimoto, Paluku. (2016). Engagement and Organizational Performance of Retails Enterprises. American Journal of Industrial and Business Management. 06. 516-525. 10.4236/ajibm.2016.64047.
- [14.] Dan, Can & Ngoc, Dao. (2023). Researching the Factors Affecting the Engagement of Employees with the Organization at Mobio Vietnam Software Application Joint Stock Company. INTERNATIONAL JOURNAL OF MULTIDISCIPLINARY RESEARCH AND ANALYSIS. 06. 10.47191/ijmra/v6-i9-53.
- [15.] Abdelwahed, Nadia & Aldoghan, Mohammed & Saraih, Umami Naiemah & Soomro, Bahadur. (2024). Unleashing potential: Islamic leadership's influence on employee performance via Islamic organizational values, organizational culture and work motivation Islamic leadership's influence. International Journal of Law and Management. 20. 1754-243. 10.1108/IJLMA-01-2024-0019.
- [16.] S Saxena, Manisha. (2022). Linking employee engagement, job stress and perceived organisational support to organisational commitment. International Journal of Indian Culture and Business Management. 27. 251. 10.1504/IJICBM.2022.126141.
- [17.] Ravi, Dhanya. (2024). A Study on Impact of Generational Differences on Employee Engagement in the Workplace with Special Reference to Corporate Sector, Chennai City.
- [18.] Singh, Kavita. (2010). An Analysis of Relationship Between the Learning Organization and Organization Culture in Indian Business Organization. ORGANIZATIONS AND MARKETS IN EMERGING ECONOMIES. 142. 2029-4581. 10.15388/omee.2010.1.1.14310.
- [19.] Ramgade, Ashwini. (2015). A STUDY OF FACTORS INFLUENCING EMPLOYEE ENGAGEMENT AT PUBLIC SECTOR UNDERTAKINGS A Monthly Double-Blind Peer Reviewed Refereed Open Access International e-Journal -Included in the International Serial Directories. International Journal of Management, IT and Engineering ISSN: 2249-0558. 5.
- [20.] Lakshmi, Vijaya & Ashok, Kumar & Mahesh, Kumar. (2024). Factors influencing Employee Engagement in Public and Private Sector Banks in Chhattisgarh. 27. 2021. 10.47750/cibg.2021.27.03.024.
- [21.] Durst, Phil & Moore, Stanley & Ritter, Caroline. (2018). Evaluation by employees of employee management on large US dairy farms. Journal of Dairy Science. 101. 10.3168/jds.2018-14592.
- [22.] Heather N. Odle-Dusseau, et al.,(2016) Work Engagement. What Do We Know and Where Do We Go? Work Engagement in Everyday Life, Business, and Academia. Romanian Journal of Applied Psychology. 14. 3-10.
- [23.] Abadiyah, Rifdah & Eliyana, Anis & Sridadi, Ahmad. (2020). Motivation, leadership, supply chain management toward employee green behavior with organizational culture as a mediator variable. 9. 981-989.
- [24.] Medlin, B. & Jr, Green,. (2014). Impact of management basics on employee engagement. Academy of Strategic Management Journal. 13. 21-36.



- [25.] Wen, Xiaowei & Gu, Liting & Wen, Simei. (2018). Job satisfaction and job engagement: Empirical evidence from food safety regulators in Guangdong, China. *Journal of Cleaner Production*. 208. 10.1016/j.jclepro.2018.10.089.
- [26.] de Brentani, Ulrike & Kleinschmidt, Elko. (2004). Corporate Culture and Commitment: Impact on Performance of International New Product Development Programs. *Journal of Product Innovation Management*. 21. 309 - 333. 10.1111/j.0737-6782.2004.00085.x.
- [27.] Shuck, Brad & Alagaraja, Meera & Rose, Kevin & Owen, Jesse & Osam, Kobena & Bergman, Matt. (2017). The Health-Related Upside of Employee Engagement: Exploratory Evidence and Implications for Theory and Practice: UPSIDE OF EMPLOYEE ENGAGEMENT. *Performance Improvement Quarterly*. 30. 165-178. 10.1002/piq.21246.
- [28.] KURAWIGE, DANIEL & (PHD), DR. (2021). THE EFFECT OF PROJECT MANAGEMENT PRACTICES ON THE ORGANISATIONAL PERFORMANCE OF MILK PROCESSING COMPANIES. A CASE OF BURERA DAIRY LIMITED, RWANDA. *Strategic Journal of Business & Change Management*. 8. 10.61426/sjbcm.v8i4.2142.
- [29.] Tummalapalli, Hemanth & Rao, Narasimha & Ganugula, Kamal & Leelavathi, T & Naga, Madhavi & Kumari, Y. (2023). The role of organizational citizenship behavior as an intervening variable in the relationship between employee engagement and gig workers' productivity in India. *Организационная психология*. 13. 183-198. 10.17323/2312-5942-2023-13-4-183-198.
- [30.] Agrawal, Rakesh & Tyagi, Archana. (2010). Organisational culture in Indian organisations: an empirical study. *International Journal of Indian Culture and Business Management - Int J Indian Cult Bus Manag*. 3. 10.1504/IJICBM.2010.029529.
- [31.] Srivastava, T.N. et al., 2008 Leadership and Industry 4.0 As A Tool to Enhance Organization Performance: Direct and Indirect Role of Job Satisfaction, Competitive Advantage and Business Sustainability. 10.1108/9781-80043-380-920201014.
- [32.] Vasudevan, Asokan & Sam, Toong Hai & Ravendran, Murale & Rasli, Amran & Wai, Khoong & Wong, Whee. (2022). ENABLERS OF TOTAL QUALITY MANAGEMENT, PERFORMANCE AND THE MEDIATING ROLE OF EMPLOYEE ENGAGEMENT: A CASE STUDY OF AN ELECTRIC COMPANY IN MALAYSIA. *Seybold Report*. 17. 1055-1078. 10.5281/zenodo.6999449.
- [33.] Osman.G and Ronald L.J (2005) Organizational Culture and Firm Performance: A Reflection of Theory, Research and Practice. *Buenmafe Research & Review - The Business Journal*. Volume II. 21 - 26. 10.2139/ssrn.2435528.
- [34.] Ritonga, Muhammad & Ibrahim, Mahdani & Bahri, Saiful. (2019). The Practice of Work Culture, Suitability of Tasks, Leadership Style That has an Impact on Performance. *International Journal of Research in Business and Social Science* (2147-4478). 8. 114-123. 10.20525/ijrbs.v8i4.277.
- [35.] Aldoghan, Mohammed & Piaralal, Shishi. (2024). The Influence of HRM Strategies on MNC Innovation: Unraveling Employee Engagement, Knowledge Sharing, and Work-Life Support. *Croatian International Relations Review*. 9. 273-297.
- [36.] Kummata, Ravi & Mary, Dr. (2023). A study on High Performance Work System with reference to Performance-Oriented HR Practices and its Outcomes. *International Journal of Innovative Research in Engineering*.
- [37.] Sauer, Johannes & Vrolijk, Hans. (2019). Innovation and performance – evidence at micro level. *Applied Economics*. 51. 1-27. 10.1080/00036846.2019.1597252.
- [38.] Casimiro, Graça & Coelho, Arnaldo. (2018). The Antecedents of Corporate Reputation and Image and Their Impacts on Employee Commitment and Performance: The Moderating Role of CSR. *Corporate Reputation Review*. 22. 10.1057/s41299-018-0053-8.
- [39.] Al-Tameez, A.A. (2004). An inhibiting context hampering role of information technology as an enabler in organizational learning. *Journal of Computer Information Systems*, 34–40.



-
- [40.] Argyris, C., & Schön, D. (1996) *Organizational learning II: Theory, method and practice*. Reading, Mass: Addison Wesley.
- [41.] Arogyaswamy, B., & Byles, C.M. (1987). Organizational culture: internal and external fits. *Journal of Management*, 13(4), 647–659.
- [42.] Baker, R. T., & Camarata, M. R. (1998). The role of communication in creating and maintaining a learning organization: preconditions, indicators, and disciplines. *Journal of Business Communication*, 35(4), 443–467.
- [43.] Barrett, F. J. (1995). Creating appreciative learning cultures. *Organizational Dynamics*, 24(1), 36–49.
- [44.] Bechtold, B. L. (2000). Evolving to organizational learning. *Hospital Material Management Quarterly*, 21(3), 11–25.
- [45.] Brown, A. (1995). *Organizational culture*. London: Pitman Publishing.
- [46.] Brown, J. S., & Duguid, P. (1991). Organizational learning and communities-of-practice: toward a unified view of working, learning and innovation. *Organization Science*, 2(1), 40–56.
- [47.] Churchill G. A., & Iacobucci, D. (2002). *Marketing Research: Methodological Foundations*. 8th ed. U.S.A.: South-Western Thomson Learning.
- [48.] Crossan, M. M., Lane, H. W., White, R. E., & Djurfeldt, L. (1995). Organizational learning: dimensions for a theory. *The International Journal of Organizational Analysis*, 3(4), 337–360.
- [49.] De Geus, A. P. (1988). Planning as Learning. *Harvard Business Review*, 66(2), 70–74.
- [50.] Deal, T. E., & Kennedy, A. A. (1982). *Corporate culture: The rites and rituals of corporate life*. Reading Mass: Addison-Wesley.
- [51.] Delong, D.W. & Fahey, L. (2000). Diagnosing cultural barriers to knowledge management. *Academy of Management Executive*, 14 (4), 113–127.
- [52.] Denison, D. (1984). Bringing corporate culture to the bottom line. *Organizational Dynamics*, 13(2), 5–22.
- [53.] Denison, D. (1990). *Corporate culture and organizational effectiveness*. New York: Wiley.
- [54.] Dess, G. G., & Picken, J. C. (2000). Changing roles: leadership in the 21st century. *Organizational Dynamics*, 28(3), 18–33.
- [55.] Dixon, N.M. (1993). Developing Managers for Learning Organizations. *Human Resource Management Review*, 3(3), 243–254.
- [56.] Fiol, C. M., & Lyles, M. A. (1985). Organizational learning. *Academy of Management Review*, 10(4), 803–813